

Laurel School District

Action for Achievement

Strategic Plan 2009-2014



Board Approved June 17, 2009

**Laurel School District
Strategic Plan
2009—2014**

Introduction

In early January, a core Strategic Planning Team comprised of seven subcommittees was established which included representatives from all stakeholder groups within the district and school community. Throughout the initial strategic planning process, the stakeholders were asked for input and feedback concerning the future education and delivery of instruction to the students of the Laurel School District. This team was charged with guiding the strategic planning process and ensuring ongoing communication with all stakeholders.

Without a plan, the Laurel School District cannot completely know the direction it is going nor can it know if it has properly aligned its resources to support what the school district considers important. Creating a strategic plan provides focus and vision. A core strategic planning team used a goals-based planning process to ensure that management begins with a focus on its mission and develops action plans which support advancement of that mission. We believe that the quality of the Laurel School District's Strategic Plan is a reflection of our exemplary staff. The ensuing pages present the detailed strategic plan. As we continue to advance the educational reforms, the plan will evolve and change. Updates will be posted to our website accordingly.

The Vision

To ensure all students are prepared to be responsible, diverse citizens in the 21st century.

The Mission

The schools, family, and community will prepare all students for academic, social, and emotional success.

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CORE BELIEFS

We believe that....

- Students are our primary focus
- Teacher engagement in the classroom is essential
- Administrative leadership and accountability are crucial
- Parents and our community are important keys to success

GUIDING PRINCIPLES

We will....

- Increase achievement and close all achievement gaps
- Provide safe, state-of-the-art facilities for students, staff and visitors
- Include parents and community members in the educational process
- Hire and support high quality staff district-wide

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Adequate Yearly Progress TABLES

AYP for 2008

Dunbar Elementary School	Academic Review
North Laurel Elementary School	Commendable
Laurel Intermediate School	Academic Review
Laurel Middle School	Academic Review
Laurel High School	Academic Progress, under School Improvement

Percent Meeting/Exceeding State Standards 2008

Grade Level	Reading	Writing	Math	Social Studies	Science
2 nd	75		88		
3 rd	72	16	62		
4 th	77	51	71	51	84
5 th	69	42	63		
6 th		63		42	71
7 th	79	61	59		
8 th	79	75	55		
9 th	78	78	44		
10 th	65	79	44		

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Goal 1: Ensure that all students are prepared to be successful, healthy, and contributing citizens in a global society.

Objective	Strategy	Person(s) Responsible	Targets/Measures	Timeline	Cost
1.1 Provide all students equal access to a rich and rigorous curriculum aligned with the Delaware Recommended Curriculum.	1.1.a. Prioritize content curricula to identify essential concepts for student understanding.	<ul style="list-style-type: none"> • Curriculum Director 	<ul style="list-style-type: none"> • Prioritized content curricula documents developed 	2009-2010	\$10,000
	1.1.b. Create and implement a process for designing, reviewing, and/or revising vertically and horizontally aligned curriculum maps.	<ul style="list-style-type: none"> • Curriculum Director 	<ul style="list-style-type: none"> • Process for aligned curriculum maps established and implemented 	2009-2011	\$20,000
	1.1.c. Design standards-aligned, student-centered, and performance-driven curricula across all content areas.	<ul style="list-style-type: none"> • Curriculum Director 	<ul style="list-style-type: none"> • Standards-aligned, student-centered, and performance-driven content curricula created in all content areas 	2009-2010	\$10,000
	1.1.d. Develop, review, and revise academic and career pathways (e.g., STEM, CTE, etc.).	<ul style="list-style-type: none"> • Curriculum Director • Principals 	<ul style="list-style-type: none"> • Academic and career pathways developed, reviewed, and revised 	2009-2011	None
	1.1.e. Incorporate appropriate technology and 21 st century skills within curricula across all content areas.	<ul style="list-style-type: none"> • Assistant Superintendent • District Technology Committee Chair • Curriculum Director 	<ul style="list-style-type: none"> • Completed 5-Year District Technology Plan • Completed content curricula 	2009-2011 2009-2014	TBD TBD
	1.1.f. Develop and implement a process for on-going evaluation and revision of curriculum.	<ul style="list-style-type: none"> • Curriculum Director 	<ul style="list-style-type: none"> • Process for on-going evaluation and revision of curriculum developed and implemented 	2009-2012	None

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Objective	Strategy	Person(s) Responsible	Targets/Measures	Timeline	Cost
1.2 Provide all students equal access to effective instruction that is characterized by research-based best practices.	1.2.a. Demonstrate and communicate an understanding of effective instruction that is characterized by best practices.	<ul style="list-style-type: none"> • Principals • Teachers 	<ul style="list-style-type: none"> • Walk-through Checklist Data • School Improvement Plans • School Professional Development Plans • Faculty Meeting Agendas • DPAS II 	2009--2012	None
	1.2.b. Deliver and assess the standards-aligned, student-centered, and performance-driven curriculum.	Principals Teachers	<ul style="list-style-type: none"> • Walk-through Checklist data • DPAS II 	2009-2012	None
	1.2.c. Maintain fidelity to scientifically research-based best practices.	Principals Teachers	<ul style="list-style-type: none"> • Walk-through Checklist data • DPAS II 	2009-2012	None
	1.2.d. Differentiate instruction to meet the needs of all students.	<ul style="list-style-type: none"> • Principals • Teachers 	<ul style="list-style-type: none"> • Walk-through Checklist data • DPAS II • Reduction of achievement gap 	2009-2012	None
	1.2.e. Integrate appropriate technology and 21 st century skills within instruction across all content areas to increase student achievement.	<ul style="list-style-type: none"> • Principals • Teachers • Instructional Specialists 	<ul style="list-style-type: none"> • Instructional Technology Indicators Checklist • Walk-through Checklist data • DPAS II • LoTi Survey 	2009-2014	\$25,000
	1.2.f. Allocate instructional time strategically to support effective standards-based instruction for all students.	<ul style="list-style-type: none"> • Principals • Teachers 	<ul style="list-style-type: none"> • Walk-through Checklist data • DPAS II 	2009-2014	None
	1.2.g. Plan collaboratively with colleagues to enhance instruction.	<ul style="list-style-type: none"> • Principals • Teachers 	<ul style="list-style-type: none"> • Opportunities for collaboration built into master schedule • Grade Level/Team/Content Area Collaborative Planning Log 	2009-2014	None

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Objective	Strategy	Person(s) Responsible	Targets/Measures	Timeline	Cost																		
1.3 Assess all students regularly to identify educational needs, inform instruction, and enhance learning for all students.	1.3.a. Develop and implement common benchmark/summative standards-based assessments to monitor student progress toward the standards.	<ul style="list-style-type: none"> • Curriculum Director • Math/Science Specialist • Literacy Specialist • Inclusion Specialist 	<ul style="list-style-type: none"> • District benchmark/summative assessments developed and implemented • Students scoring proficient or above on state assessments <table style="margin-left: 40px; border: none;"> <tr> <td></td> <td style="text-align: center;">Reading</td> <td style="text-align: center;">Math</td> </tr> <tr> <td style="text-align: center;">2010</td> <td style="text-align: center;">79%</td> <td style="text-align: center;">67%</td> </tr> <tr> <td style="text-align: center;">2011</td> <td style="text-align: center;">84%</td> <td style="text-align: center;">75%</td> </tr> <tr> <td style="text-align: center;">2012</td> <td style="text-align: center;">89%</td> <td style="text-align: center;">83%</td> </tr> <tr> <td style="text-align: center;">2013</td> <td style="text-align: center;">95%</td> <td style="text-align: center;">92%</td> </tr> <tr> <td style="text-align: center;">2014</td> <td style="text-align: center;">100%</td> <td style="text-align: center;">100%</td> </tr> </table> 		Reading	Math	2010	79%	67%	2011	84%	75%	2012	89%	83%	2013	95%	92%	2014	100%	100%	2009-2014	\$15,000
		Reading	Math																				
	2010	79%	67%																				
	2011	84%	75%																				
2012	89%	83%																					
2013	95%	92%																					
2014	100%	100%																					
1.3.b. Develop and implement formative assessments to guide instruction, determine interventions, and monitor student progress toward the standards.	<ul style="list-style-type: none"> • Curriculum Director • Instructional Specialists 	<ul style="list-style-type: none"> • Formative assessments developed and implemented 	2009-2012	None																			
1.3.c. Allocate time to analyze School Success Plan data to plan for student intervention.	<ul style="list-style-type: none"> • Superintendent • District Directors • Principals 	<ul style="list-style-type: none"> • Schools' Success Plans • Quarterly Review minutes • School Success Plan revisions • School Success Plan Results 	2009-2014	None																			
1.3.d. Design and implement a standards-based reporting system for student learning.	<ul style="list-style-type: none"> • Assistant Superintendent • District Directors • Grade Reporting Committee 	<ul style="list-style-type: none"> • Establishment of a committee to read and bring recommendations based on Ken O'Connor's <i>A Repair Kit for Grading: 15 Fixes for Broken Grades</i> • Board, district staff and community workshop(s) to communicate and build understanding about standards-based instruction and assessment • K-12 Board Policy on grading, revised and adopted 	2011-2014	None																			

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Objective	Strategy	Person(s) Responsible	Targets/Measures	Timeline	Cost
1.3 continued	1.3.e. Explore technology options/resources which could increase the efficiency of the assessment process.	<ul style="list-style-type: none"> • Assistant Superintendent • District Technology Committee Chair • District Directors 	<ul style="list-style-type: none"> • Compendium of technology options/resources for increasing the efficiency of the assessment process 	2010-2014	None
	1.3.f. Explore the implementation of a JROTC program.	<ul style="list-style-type: none"> • District Directors • High School Principal 	<ul style="list-style-type: none"> • Implementation of a JROTC program at the high school 	2010-2014	\$75,000
1.4 Increase student achievement by providing all teachers, administrators and instructional assistants with ongoing professional development in research-based instructional practices.	1.4.a. Create a clear and comprehensive professional development plan.	<ul style="list-style-type: none"> • Curriculum Director • Director of Special Services • Principals 	<ul style="list-style-type: none"> • Needs assessment (informal and/or formal) • Professional development plan 	2009-2014	None
	1.4.b. Create a district calendar which incorporates the implementation dates for the professional development plan.	<ul style="list-style-type: none"> • Superintendent • Curriculum Director • Director of Special Services 	<ul style="list-style-type: none"> • District calendar with professional development dates embedded according to the plan 	2009-2014	None
	1.4.c. Develop district plan to train and implement Learning Focused Solutions [®] .	<ul style="list-style-type: none"> • District Directors • Principals 	<ul style="list-style-type: none"> • District LFS implementation map • Contracts with LFS • Walk through checklist data • DPAS II • Meeting agendas and notes 	2009-2012	\$200,000
	1.4.d. Implement RTI per state of DE regulations.	<ul style="list-style-type: none"> • District Directors • Principals 	<ul style="list-style-type: none"> • Professional training data • Meeting agendas and minutes • Student progress data 	2009-2014	\$650,000

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Objective	Strategy	Person(s) Responsible	Targets/Measures	Timeline	Cost
1.4 continued	1.4.e. Develop and implement district plan to support STEM Education Resolution.	<ul style="list-style-type: none"> • Superintendent • District Directors • Principals • Math/Science Specialist 	<ul style="list-style-type: none"> • District STEM Education implementation map • Meeting agendas and notes • Teacher lesson plans which incorporate one or more STEM activities into the K-12 instructional program • Contracts with <i>Project Lead the Way</i> 	2009-2014	\$100,000 (initially) \$15,000 (annual maintenance)
	1.4.f. Create and support vertical team planning opportunities in core content areas, K-12.	<ul style="list-style-type: none"> • Curriculum Director • Director of Special Services • Principals 	<ul style="list-style-type: none"> • Vertical team meeting sign-in sheets and agendas • Curriculum maps • Scope and Sequence Documents 	2009-2014	\$35,000
	1.4.g. Monitor fidelity of staff implementation and provide feedback for targeted professional growth.	<ul style="list-style-type: none"> • Curriculum Director • Director of Special Services • Principals 	<ul style="list-style-type: none"> • Walk-through Checklist Data • DPAS II 	2009-2014	NONE

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Goal 2: Provide a safe, secure and well-maintained environment that optimizes the teaching and learning process.

Objective	Activity	Person(s) Responsible	Targets/Measures	Timeline	Cost
2.1 Ensure that all Laurel School District facilities are safe and secure.	2.1.a Update and expand surveillance capabilities (e.g., cameras).	<ul style="list-style-type: none"> • Director of Finance • Supervisor of Buildings and Grounds 	<ul style="list-style-type: none"> • LIS/LMS and LHS surveillance cameras installed and updated • PLD and NL surveillance cameras installed and updates 	2009-2011 TBD	TBD
	2.1.b Repair and upgrade external lighting at all district sites.	<ul style="list-style-type: none"> • Director of Finance • Supervisor of Buildings and Grounds 	<ul style="list-style-type: none"> • All school upgrades completed 	Aug 2009	\$ 400 monthly
	2.1.c Assess and address key/access management needs.	<ul style="list-style-type: none"> • Director of Finance • Supervisor of Buildings and Grounds • Principals 	<ul style="list-style-type: none"> • Assessment completed • Key pads upgraded and expanded • New key system 	2009-2014	TBD
	2.1.d Implement photo identification system for students and staff.	<ul style="list-style-type: none"> • Assistant Superintendent • Principals 	<ul style="list-style-type: none"> • Photo identification system implemented 	2009-2010	TBD
	2.1.e Maintain School Resource Officer Program.	<ul style="list-style-type: none"> • Assistant Superintendent 	<ul style="list-style-type: none"> • Retain School Resource Officer 	2009-2014	\$60,000
	2.1.f Review and revise School Board Policies.	<ul style="list-style-type: none"> • Superintendent 	<ul style="list-style-type: none"> • Board adopted policies and procedures 	2009-2014	None

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Objective	Strategy	Person(s) Responsible	Targets/Measures	Timeline	Cost
2.1 continued	2.1g Schedule Professional Development for Standard Operational Procedures for: <ul style="list-style-type: none"> • Safe and secure schools • Crisis Management Plan 	<ul style="list-style-type: none"> • Superintendent 	<ul style="list-style-type: none"> • Staff Sign-in Sheets • Student Presentation/Handouts • Substitute Sign-in Sheet • Parent Compact • Professional Development Calendar 	2009-2014	None
	2.1h Conduct facilities audits and respond to findings.	<ul style="list-style-type: none"> • Supervisor of Buildings and Grounds • Principals 	<ul style="list-style-type: none"> • Development of district audits • Completed checklists • Audit findings addressed 	2009-2010	TBD
	2.1i Establish guidelines for maintaining safety and security of each facility.	<ul style="list-style-type: none"> • Supervisor of Buildings and Grounds • Principals 	<ul style="list-style-type: none"> • Creation of guidelines document 	2010-2011	None
	2.1j Review and revise Crisis Management Plan.	<ul style="list-style-type: none"> • Superintendent • Supervisor of Buildings and Grounds 	<ul style="list-style-type: none"> • Revised Crisis Management Plan 	2009-2014	None
2.2 Establish major capital improvement projects for modernizing schools, including building new schools, renovations, maintenance and technology upgrades.	2.2a Submit Certificates of Necessity for approval by DOE.	<ul style="list-style-type: none"> • Superintendent 	<ul style="list-style-type: none"> • Certificates of Necessity for a Pre-K -5 elementary complex and a 6-12 middle/high school complex 	2009-2014	None
	2.2b Conduct major capital improvement referendum.	<ul style="list-style-type: none"> • School Board • Superintendent • 	<ul style="list-style-type: none"> • Passage of referendum 	2009-2014	TBD
	2.2c Establish District Technology Committee.	<ul style="list-style-type: none"> • Superintendent 	<ul style="list-style-type: none"> • Committee roster 	2009-2010	None
	2.2d Implement District Technology 5 - Year Plan.	<ul style="list-style-type: none"> • Technology Committee Chair 	<ul style="list-style-type: none"> • Completed audit with accompanying technology database • Updated database and priorities determined • Completed 5-Year Technology Plan • 	2011-2014	TBD

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Objective	Strategy	Person(s) Responsible	Targets/Measures	Timeline	Cost
2.3 Ensure that all schools are characterized by a safe and nurturing environment conducive to learning.	2.3a Establish and implement a district-wide school uniform policy.	<ul style="list-style-type: none"> • School Board • Superintendent 	<ul style="list-style-type: none"> • Uniform policy adopted • Uniform policy implemented 	2009-2010	TBD
	2.3b Develop and implement character education program.	<ul style="list-style-type: none"> • Superintendent • Principals 	<ul style="list-style-type: none"> • Character education program developed • Character education program implemented 	2009-2010	TBD
	2.3c Maintain Positive Behavior Support program in all schools.	<ul style="list-style-type: none"> • Principals • School Inclusion Teacher 	<ul style="list-style-type: none"> • DOE surveys regarding PBS • School PBS data reports 	2009-2014	\$50,000
	2.3d Update and revise Code of Conduct to reflect District vision and mission.	<ul style="list-style-type: none"> • Superintendent 	<ul style="list-style-type: none"> • Board approved Code of Conduct 	2009-2014	\$5,000
	2.3e Develop and implement a transportation system for creating efficient bus routes (e.g., Trapeze Program).	<ul style="list-style-type: none"> • Transportation Supervisor 	<ul style="list-style-type: none"> • Staff training and program implementation completed 	2009-2014	TBD

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Goal 3: Promote and strengthen collaboration between parents, school and community to support learning for all students.

Objective	Strategy	Person(s) Responsible	Targets/Measures	Timeline	Cost
3.1 Implement a system of standard communication to provide students, parents, and the community with updates regarding general information, activities, opportunities and accomplishments.	3.1.a Enhance and maintain district and school websites.	<ul style="list-style-type: none"> Assistant Superintendent 	<ul style="list-style-type: none"> Enhanced and well-maintained district and school websites 	2009-2014	\$5,000
	3.1.b Purchase and install an automated phone system for communicating with parents and families.	<ul style="list-style-type: none"> Director of Finance 	<ul style="list-style-type: none"> Installation complete 	2009-2011	TBD
	3.1.c Establish press release protocols.	<ul style="list-style-type: none"> Superintendent 	<ul style="list-style-type: none"> Written & published protocols 	2009-2010	None
	3.1.d Establish a district public relations committee.	<ul style="list-style-type: none"> Superintendent 	<ul style="list-style-type: none"> Committee identified and in place 	2009-2010	None
3.2 Establish an inviting environment that encourages parents and community members to participate in the educational process.	3.2.a Develop and implement an active district parent advisory council comprised of representatives from School Success teams.	<ul style="list-style-type: none"> Superintendent Principals 	<ul style="list-style-type: none"> Parent representation in place at the district and school levels 	2009-2014	\$2,500
	3.2.b Establish parent advisory council protocol.	<ul style="list-style-type: none"> Superintendent Principals 	<ul style="list-style-type: none"> Parent advisory council protocol 	2009-2010	None
	3.2.c Establish expectations for creating and communicating an inviting school environment (e.g., greeting visitors, making and responding to calls, etc.)	<ul style="list-style-type: none"> Superintendent Principals 	<ul style="list-style-type: none"> Committee established to explore and share William Purkey's findings, from <i>Invitational Schools</i>, with district and school leadership teams "Expectations for Creating and Communicating an Inviting School Environment" published in faculty handbook and in district ethics policy 	2011-2013	TBD

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Objective	Strategy	Person(s) Responsible	Targets/Measures	Timeline	Cost
3.2 continued	3.2.d Create, conduct, and share the results of a Parent/Community Climate Survey.	<ul style="list-style-type: none"> • Superintendent • Principals 	<ul style="list-style-type: none"> • Parent/Community Climate Survey • Analysis of data from Parent/Community Climate Survey by district and school personnel • Sharing of data with district and school staff (e.g., ATM and faculty meeting agendas, minutes, superintendent's board updates, etc.) 	2009-2014	\$1,000
3.3 The schools, families, and community will take ownership of the vision, mission and belief statements of their schools and district.	3.3.a Align school vision and mission statements with district vision and mission statements.	<ul style="list-style-type: none"> • Principals • School Success Teams 	<ul style="list-style-type: none"> • School vision and mission statements aligned with district vision and mission statements 	2009-2010	\$1,000
	3.3.b Honor staff members who exemplify the vision and mission of their schools and district.	<ul style="list-style-type: none"> • Principals • Teacher-of-the-Year Committee Chair 	<ul style="list-style-type: none"> • Teacher-of-the-Year Selections • End-of-the Year Awards Banquet • Recognition efforts • Community recognition (e.g., signs, placemats, commercials, etc.) 	2009-2014	\$36,000
	3.3.c Reconfigure grade levels to increase student achievement and to reduce student transition.	<ul style="list-style-type: none"> • Superintendent 	<ul style="list-style-type: none"> • Elementary Educational Complex ⇒ Pre-K - 5 • Secondary Educational Complex ⇒ Middle School – 6-8 ⇒ High School – 9-12 	2009-2014	\$130M
	3.3.d Develop school and business partnerships.	<ul style="list-style-type: none"> • Principals 	<ul style="list-style-type: none"> • Memorandum of Understanding for School/Business Partnerships 	2009-2014	TBD
	3.3.e Explore options/benefits for student representation on the School Board.	<ul style="list-style-type: none"> • Superintendent 	<ul style="list-style-type: none"> • Written list of options and benefits for adding a student representative to the Board of Education. 	2009-2011	None
	3.3.f Establish a committee to expand local graduation requirements to include service learning and/or senior projects.	<ul style="list-style-type: none"> • Superintendent • High School Principal 	<ul style="list-style-type: none"> • Expanded graduation requirements • Completed service learning/senior projects 	2009-2014	None

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Goal 4: Recruit, hire, support and retain high quality staff to maximize learning opportunities for all students.

Objective	Strategy	Person(s) Responsible	Targets/Measures	Timeline	Cost
4.1 Provide effective personnel recruitment strategies that achieve greater diversity, fill critical needs and identify the most talented applicants.	4.1.a. Participate in recruitment and job fairs.	<ul style="list-style-type: none"> Assistant Superintendent 	<ul style="list-style-type: none"> Candidate Applications Interview Logs from job fairs 	2009-2014	\$5,000
	4.1.b. Develop Board policies that reward early notification of retirement.	<ul style="list-style-type: none"> Superintendent 	<ul style="list-style-type: none"> Adoption and implementation of Board Policy 	2009-2010	\$500 per retiree
	4.1.c. Enhance partnerships with local colleges and universities to increase student teaching / practicum placement opportunities.	<ul style="list-style-type: none"> Assistant Superintendent 	<ul style="list-style-type: none"> Memorandum of Understanding Log of student teaching/practicum placements 	2009-2014	None
	4.1.d. Maintain and expand statewide/national network for identifying and hiring exemplary employee candidates.	<ul style="list-style-type: none"> Assistant Superintendent 	<ul style="list-style-type: none"> Advertisements of job postings Contacts with colleges and other school districts Website enhancement 	2009-2014	TBD
	4.1.e. Develop a Board policy that allows the Superintendent/Asst. Superintendent to offer employment contracts as needed throughout the school year.	<ul style="list-style-type: none"> Board of Education Superintendent Assistant Superintendent 	<ul style="list-style-type: none"> Adoption and implementation of Board Policy 	2009-2014	None

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Objective	Strategy	Person(s) Responsible	Targets/Measures	Timeline	Cost
4.2. Increase instructional capacity of staff by providing ongoing professional development.	4.2.a. Provide job-embedded professional development that supports district initiatives (e.g., STEM, LFS, RTI, etc.).	<ul style="list-style-type: none"> • Curriculum Director • Director of Special Services • Principals 	<ul style="list-style-type: none"> • Professional development sign-in sheets and agendas 	2009-2014	\$35,000
	4.2.b. Orient teachers for classroom-readiness through the implementation of the New Teacher Mentoring Program.	<ul style="list-style-type: none"> • Assistant Superintendent 	<ul style="list-style-type: none"> • New Teacher Mentoring Program Checklist 	2009-2014	TBD
4.3 Increase the employee retention rate in the district.	4.3.a. Expand the New Teacher Orientation that supports state and district initiatives; knowledge of school and community climate and culture.	<ul style="list-style-type: none"> • Assistant Superintendent 	<ul style="list-style-type: none"> • Agendas/meeting notes • Sign in sheets • Exit Ticket Survey 	2009-2014	\$6,000
	4.3.b. Ensure recognition of employee accomplishments.	<ul style="list-style-type: none"> • Superintendent • Assistant Superintendent • Principals • District Directors 	<ul style="list-style-type: none"> • Awards, programs, certificates • Board of Education minutes • “Walls of Fame” • News articles 	2009-2014	TBD
	4.3.c. Increase professional leadership opportunities.	<ul style="list-style-type: none"> • Superintendent • Assistant Superintendent • Principals • District Directors 	<ul style="list-style-type: none"> • Professional certificates • Meeting agendas/notes • Professional training data • Committee membership rosters 	2009-2014	\$10,000